



**United States
Fish & Wildlife Service**

Memorandum

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Date

03/30/2005

From

AD - Budg, Planning & Hum Res

Subject

Non-SES 5-Level Performance Management System

In an all employee message of December 21, 2004, we informed you that every employee's performance plan must include a critical element linked to a GPRA or strategic/mission critical goal, and that additional guidance and instruction on how to accomplish this task would be forthcoming. After seeking and receiving additional, clarifying guidance from the Department, the following is provided.

To complete this initiative, supervisors and employees must first be familiar with three of the critical elements contained in the SES performance plans: **(1) GPRA and Other Strategic Goals;** **(2) Management Excellence** (President's Management Agenda and Citizen-Centered Governance Plan); and **(3) Building Collaboration and Partnerships (4C's)**. These are further defined as follows.

(1) GPRA and Other Strategic Goals: GPRA goals are defined as strategic goals and measures identified in the Department of the Interior's FY 2003-2008 GPRA Strategic Plan. The Service's FY 2005 performance targets developed from the DOI Strategic Plan are attached.

(2) Management Excellence: This performance element encompasses the following five sub-elements.

(a) Strategic Management of Human Capital: Aligns human capital policies, recruitment, training, leadership development, performance management, and diversity initiatives to effectively support accomplishment of the bureau's mission, goals, and strategies. In the performance management process, links individual performance requirements of subordinates to key organizational goals and differentiates between levels of performance through the use of performance recognition. Implements the Secretary's zero tolerance standard for discrimination, harassment and retaliation; and promotes workplace diversity.

(b) Citizen-Centered E-Government: Promotes E-Gov and GPEA Implementation, and Enhances Information Technology Management.

(c) Improved Financial Management: Ensures Financial and Managerial

Accountability.

(d) Competitive Sourcing: Ensures annual FAIR Act Inventory accurately identifies all commercial activities. If applicable, ensures that competitive sourcing competitions are consistent with workforce plans and achieves more effective and efficient operations regardless of outcome.

(e) Budget-Performance Integration: Ensures Budget-Performance Integration within the organization by producing timely and accurate performance data for those goals and measures identified in the Service's performance targets developed from the DOI Strategic Plan; ensuring timely and accurate coding of ABC costs (regional validation of ABC coding); use cost and performance information to inform budget decision making or to promote program improvements.

(3) 4C's Philosophy – Building Collaboration and Partnerships: This performance element encompasses the following two sub-elements:

(a) Building Collaboration and Partnerships with Customers/Partners/Stakeholders: Communicates, consults, and cooperates with customers, partners, and stakeholders to ensure Interior's missions and programs effectively empower citizens in support of conservation.

(b) Building Collaboration and Partnerships with Employees: Provides a work environment that fosters open communication and collaboration between employees and management.

To develop a GPRA or strategic/mission critical performance element, supervisors and employees must jointly proceed in the following manner:

(1) Review the Service FY 2005 performance targets at <http://hr.fws.gov/2005PARSummary.pdf> to determine if you play any role in achieving them. If so, develop a statement which describes your specific role and incorporate it into your performance plan as your GPRA or strategic/mission critical goal. As these targets are programmatic in nature, they may not be relevant to support positions in administration. If this is the case, proceed to no. 2 below.

(2) For support positions in the administration arena, you are likely to develop your GPRA or strategic/mission critical performance standard from the SES sub-elements under Management Excellence. Refer to the area of administration in which you are involved and develop a statement which addresses your responsibilities in the area of human capital, e-government, improved financial management, competitive sourcing, or budget-performance integration. This will represent your GPRA or strategic/mission critical performance element. If this is not relevant to your position, proceed to no. 3 below.

(3) If your position is heavily involved in building collaboration and partnerships, your GPRA or strategic/mission critical performance element should reflect your role and responsibility in this initiative.

If, after you have applied the 3-steps above, you are still unable to develop a GPRA or strategic/mission critical performance element, apply the following logic: Think of a GPRA or strategic/mission critical goal in terms of any goal related to the mission or strategic objectives of your office or organization in which you have a role or responsibility for the accomplishment of that goal. Describe your role in writing and incorporate into your performance plan as a GPRA or strategic/mission critical performance element.

You must identify your GPRA or strategic/mission critical goal as such in your performance plan. This can be accomplished simply by preceding your written element with “GPRA or strategic/mission critical element.” As your performance plans contain the most critical roles and responsibilities of your position, chances are good that your current performance plan already has a critical element that can be designated as your GPRA or strategic/mission critical performance element.

We appreciate your patience and efforts as we continue to move forward in implementing the 5-level performance system and the Departmental mandate to more closely link employee performance to Departmental and Service strategic plans. We anticipate the GPRA or strategic/mission critical performance element requirement will be much easier to implement in Fiscal Year 06 and thereafter with the finalization of the Service Operational Plan, an official written plan which will further articulate the work of the Service and provide a comprehensive set of goals and measures that cascade from the high level DOI plan and Service performance targets. Additionally, the Departmental planning and human resources staffs have agreed to work together along with bureau counterparts to develop more comprehensive guidance and instruction for FY 06 on cascading GPRA or strategic/mission critical performance elements for non-SES employees.

The Department requested that the 5-level performance plans be fully implemented for all non-SES employees by March 15, 2005. Though we realize that this time frame was not feasible, development of plans should be underway to complete this task by April 15, 2005.

Questions should be directed to your servicing human resources office.

Our mission is, working with others, to conserve, protect and enhance fish, wildlife, and plants and their habitats for the continuing benefit of the American people.